

MEMORANDUM FOR: All Diehard Soldiers

SUBJECT: Policy Letter # 5 – Diehard 6 Command Philosophy

1. My vision for the Diehard Battalion a cohesive, combat ready team that sets the standard by which other engineer battalions are judged. Diehards are confident in themselves and their leaders. Diehards are professional warriors who set the standard in all that they do. At any time we can be called upon to deploy for combat or other missions. To be ready for this, we must: focus our efforts at what is important, have integrity as units and individuals, be risk takers, have viable battalion and company systems, work together as a team, rely on our NCO's and have fun. In all areas, battlefield focus is key to success.

2. Command philosophy tenants:

a. **Focus** on what is important:

(1) Soldiers and their Families. Caring for soldiers and their families is key to readiness and my highest priority. Soldiers must be informed and know that their leaders are concerned with their legitimate needs. Specifically, these needs include a decent quality of life, equal opportunity and respect. I expect leaders to know what their soldiers needs are and then aggressively mobilize the resources of this battalion to meet those needs. I also expect leaders to enforce high standards in the barracks, the field and in the interaction with soldiers to ensure soldiers and their families are treated with respect and have a decent quality of life.

(2) Mission. Specifically, this relates to four main areas: deployment readiness, maintenance, combat training, and BCT/installation support in that priority. ***Maintenance*** is the bedrock of a mechanized force. For that reason, I prioritize it ahead of combat training - without our equipment, we are ineffective. The maintenance standard is 10/20 – NO exceptions. Maintenance must be planned, scheduled, resourced, conducted, and supervised. All leaders must understand and be actively involved in the maintenance system.

(3) Leader Development. Few individuals are natural leaders – most have to be developed. Officer development is my job – I plan to do this by giving officers challenging requirements, clear guidance, adequate resources, and the leeway to decide how to accomplish a mission. I strongly believe that this is the most effective leader development program.

b. **Integrity** – be ***disciplined*** and do what's right 24 hours a day regardless of who's watching. The Army values are our guide to doing what is right and to establishing a healthy ethical environment. Don't take shortcuts with ethics or discipline.

c. Be a **Risk Taker** -- honest mistakes are OK as long as we learn from them and are ***safety conscience*** Conduct your risk management and then go out and train without worrying about failure. I encourage initiative and will underwrite honest errors.

d. Have a **System** and work to make things better. No soldier can do everything himself. We must develop and implement sound systems for: training management, maintenance, supply discipline, and personnel with well understood standard operating procedures and techniques if we want to achieve and sustain a high level of excellence. These systems must be so ingrained and understood that they operate even in the absence of key leaders – we are all expendable. As a starting point, the *Diehard Standard* is our guide to battalion policies and standards - we will expand on this.

e. **Teamwork** -- success of the team is more important than individual success.

f. Let **NCO's** do their job. The Battalion Command Sergeant Major is my principle advisor on all matters. I do not dispose of legal action, review NCOERs, or plan training (to include maintenance operations) without consulting him first. I expect NCOs to supervise and run the daily operations of this battalion. Specifically, I expect NCO to:

- (1) Set the example in fitness, conduct, appearance, and attitude
- (2) Daily ensure the cleanliness and serviceability of all battalion areas (especially barracks)
- (3) Supervise operator maintenance (to include training operators to conduct proper PMCS)
- (4) Coordinate/conduct all resupply activities for their section/squad/platoon.
- (5) Know their soldiers (family, problems, training proficiency, career goals, etc.)
- (6) Train their soldiers on individual tasks and drills.
- (7) Train their lieutenants

g. Have **Fun!** We are members of the oldest and most decorated engineer battalion in the Army. We are also expert combat engineers – no one can match our ability to mine, dig, or breach. Be proud of who we are and what we can accomplish and have fun!

*ALWAYS FIRST!*

DIEHARD 6